DOCUMENT RESUME

ED 343 248 EA 023 800

AUTHOR Pfau, Richard H.
TITLE The Culture of the Workplace in Botswana: Implications for Management Training and Research.
PUB DATE 26 Jan 91
NOTE 30p.; Paper presented at the Annual Meeting of the Botswana Educational Research Association (Gaborone, Botswana, January 1991).
PUB TYPE Speeches/Conference Papers (150) -- Reports - Research/Technical (143)

EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS *Cultural Context; Cultural Differences; Developing Nations; Higher Education; Leadership Styles; *Management Development; *Professional Development; *Social Values; *Work Environment
IDENTIFIERS *Botswana

ABSTRACT

Information about the values of workers in Botswana is provided in this paper in order to formulate a basis for more effective management education, research, and practice. Questionnaires were administered to 158 persons from Botswana (i.e., Batswana) who attended the Institute of Development Management (IDM) during 1985-89. Their responses were compared to those who attended courses between 1987 and 1990: 35 IDM students from Lesotha (Basotho), 30 IDM students from Swaziland (Swazi), and 31 American Peace Corp trainees. Responses given by persons from Botswana, Lesotha, and Swaziland differed from those of Americans with regard to perceptions of an ideal job, managerial preferences, power distance, individualism/collectivism, and interpersonal relationships. Given the differences between Americans and Batswana in individualism, power distance, and several other values, the relevance of some American management theories for Botswana is doubtful. A conclusion is that research is needed to make management education and practice more congruent with the realities of cultural value systems within Botswana and other African countries. Eight tables making up more than half the document provide summary responses to questions on the survey form. (LMI)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED343248

THE CULTURE OF THE WORKPLACE IN BOTSWANA: IMPLICATIONS FOR MANAGEMENT TRAINING AND RESEARCH

By

Richard H. Pfau
Principal Lecturer/Consultant
Institute of Development Management

Paper presented at the Annual Meeting of the
Botswana Educational Research Association

Gaborone

26 January 1991

EA 023 800

BEST COPY AVAILABLE

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☑ This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

R. Pfau

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

TABLE OF CONTENTS

	Page
Introduction.	1
Sources of Information.	2
Findings	
Similarities and Differences Between Countries .	2
Perceptions of an "Ideal Job".	3
Type of Manager Preferred.	3
Power Distance	4
Individualism versus Collectivism.	5
Relationships with Others.	5
Other Values and Issues.	6
Implications.	7
Tables:	
1. Demographic Information.	9
2. Ideal Job Factors.	13
3. Type of Manager Would Prefer to Work Under .	15
4. Type of Manager the Employee Actually Works Under	16
5. Cultural Issues.	17
6. Frequency of Nervous or Tense Feelings at Work	21
7. Time that Will Work for Same Organisation. .	22
8. Research Hypotheses which Can Be Tested. . .	23
Footnotes	26
Appendix A. Questionnaire Used.	28

INTRODUCTION

The importance of "good" management to the success of specific projects as well as to long-term national development has been recognised for some time.[1] Good management, however, is often a scarce resource. As a result, management education and training have been given a high priority by many countries and by development agencies assisting those countries.

However, the nature of good management is culturally specific. A management technique or philosophy that is effective in one nation or culture is not necessarily appropriate in another.[2] Management is a socio-technical activity that involves dealing with people as well as with non-human resources.[3] Acceptable and workable ways of dealing with people vary, though, from one culture to another.

Most managers and management educators ignore these cultural differences. The assumption is made that management practices which work in one cultural context will also work in another. As a result, for example, management training institutes in developing countries are staffed by people who have studied in countries such as the United Kingdom, the USA or Japan, who teach the skills, theories and other knowledge that they have learned in those countries. Skills acquired abroad, however, may prove to be irrelevant in the different economic, social, and cultural context of the home country.[4]

Expatriate managers working in Botswana, also operate in ways that they think are appropriate -- but often are not. This leads to misunderstanding, frustration and inefficiency at the workplace.

The suitability of the body of knowledge and skills which are being introduced to developing countries by citizens who have studied in more developed countries, by local educational institutions and by expatriates is virtually unknown. Management action and training are based more upon good intentions and faith in their usefulness, rather than on a certain knowledge that such action is suitable, relevant, and worthwhile.

The purpose of this paper is to lay a basis for more effective management education, research and practice by presenting information about the values of workers in Botswana.

SOURCES OF INFORMATION

The information to be presented is based upon a questionnaire administered to 158 Batswana who attended a variety of courses at the Institute of Development Management (IDM) during 1985 to 1989. About half were males and half were females. Nearly all were between the ages of 25 and 49. Almost half (47%) had between 11 and 14 years of schooling whereas a large number (27%) had 10 years or less of formal education. Nearly all worked in offices doing either (a) non-managerial work for which no higher-level professional training is normally required (31%), (b) first line management (28%), or (c) management of at least one other manager (25%). About 36% were working in local government while most of the rest were central government employees.

Responses of the Batswana are compared against 35 persons from Lesotho who attended IDM courses during 1988-89, 30 persons from Swaziland who attended IDM courses during 1987-90, and 31 Americans who were being trained in Botswana during 1989 by the U.S. Peace Corps to do small enterprise development and other business work.

Table 1 provides demographic details about those surveyed.

Although the respondents were not a random sample and thus can not be said to be fully representative of workers in their countries, they do serve to give a first approximation of the attitudes of office workers in Botswana, Lesotho and Swaziland.

The questionnaire used was provided by Dr. Geert Hofstede, Director of the Institute for Research on Intercultural Cooperation, The Netherlands, and is entitled "Values Survey Module: Version 1982". As can be seen by looking at Appendix A, it consists of 18 questions indicating how important various factors would be in choosing an ideal job, two questions about the types of managers the respondents preferred to work under and actually did work under, 24 questions on various cultural issues, and questions which provided demographic and other information.

FINDINGS

Similarities and Differences Between Countries

The responses given by persons from Botswana (i.e., Batswana) were very similar to those given by persons from Lesotho (Basotho) and Swaziland (Swazi). Responses of the U.S.

Peace Corps Volunteers (Americans) were often very different from those of Batswana.

On rankings of the importance of factors related to an "ideal job", responses of Batswana had Spearman rank order correlation coefficients with Basotho and Swazi of r = .90 each, whereas the responses of Batswana and the Americans were unrelated, having a Spearman r = .09.[5]

Similarly, on 24 questions about "Cultural Issues", arithmetic mean responses of Batswana and Basotho were very similar (having a Pearson product moment correlation of r = .93). Those of Batswana and Swazi were also similar (Pearson's r = .84); whereas the responses of Batswana and the Americans surveyed usually had little or no relationship (r = .33) -- and were often quite different.

As will be seen in the following sections, a number of other differences were found to exist between the values of Batswana and Americans.

Perceptions of an "Ideal Job"

Table 2 provides a ranking of how important 18 factors were in choosing an ideal job.

The most important factors to Batswana were (1) security of employment, (2) serving one's country, (3) making a real contribution to the success of the organisation, (4) having a good working relationship with one's direct superior, and (5) working in a well defined job situation where the requirements are clear. The least important factors were (18) having little tension and stress on the job, (17) working in a prestigious, successful company or organisation, (16) having sufficient time left for one's personal or family life, (15) having an element of adventure and variety in the job, and (14) and living in an area desirable to the worker or his/her family.

As mentioned before, the most and least important factors to Basotho and Swazi were similar to those of the Batswana. American values, however, were often quite different.

Type of Manager Preferred

One of the questions asked which kind of manager the worker would prefer to work under. **Table 3** explains the four types of managers described on the questionnaire, and the types that those questioned preferred to work under.

Batswana (75%) had a strong preference for managers who either consult with their subordinates before making decisions or accept a majority viewpoint as the decision. This was true also of the Americans surveyed (81%), and the Basotho (64%). Although a majority of the Swazi (52%) also preferred such managers, many more Swazi (41% of the total) preferred a manager who "usually makes his/her decisions promptly, but before going ahead, tries to explain them fully to his/her subordinates".

The Batswana, American and Swazi preferences seem to be related to the larger political systems existing in those countries -- democracies in Botswana and the U.S.A., and a traditional kingdom in Swaziland.[6] In Botswana, democratic forms of central and local government thus seem to fit well with the values of Batswana[7]. Similarly, Batswana office workers prefer managers who operate in ways consistent with traditional practices of consultation when decisions are made.

Workers from all four countries studied, felt that decisions made by groups are usually better than decisions made by individuals. Thus, 75% of the Batswana, 71% of Basotho, 66% of the Swazi, and 87% of the American respondents disagreed with the statement that "Decisions made by individuals are usually of higher quality than decisions made by groups". These views are consistent with preferences for managers who consult with their subordinates before making decisions.

Power Distance

Power Distance is the extent to which the members of a society accept that power in organisations is distributed unequally. People in Large Power Distance societies accept a hierarchical order in which everybody has his or her place which needs no further justification. People in Small Power Distance societies strive for power equalisation and demand justification for power inequalities.[8]

Geert Hofstede defines Power Distance as follows: **"The power distance between a boss B and a subordinate S in a hierarchy is the difference between the extent to which B can determine the behavior of S and the extent to which S can determine the behavior of B".**[9]

Using a scale developed by Hofstede, the results of the present study indicate that Botswana has one of the largest power distances in the world (Power Distance = 81) -- similar to that of a number of Latin American countries, Arab centres, India, and West Africa.[10] Power distance within Swaziland seems to be even higher (= 105) and about the same in Lesotho (= 86). In contrast, the Power Distance Index of the U.S.A. is equal to 40, while those of Austria and Israel are 11 and 13, respectively.[11]

The power distance scale is based, in part, upon responses to the question, "How frequently, in your work environment, are subordinates afraid to express disagreement with their superiors?". In Botswana, 43% of the employees indicated that they are sometimes afraid to express disagreement, and 28% indicated that they are frequently afraid to do so. In Swaziland, the fear of expressing disagreement is even higher; 52% indicated that they are frequently afraid to do so.

The power distance scale is also partly based upon the kind of manager that each respondent worked under. In contrast to preferences for consultative or participative decision-making styles of managers (i.e., manager types 3 and 4, as explained in Table 2), a majority of Batswana, Basotho and Swazi indicated that they worked for either autocratic or persuasive/ paternalistic managers (i.e., types 1 and 2, as explained in Table 3).[12] These perceptions indicate high power distances. See **Table 4** for details.

Individualism versus Collectivism

Individualism stands for a preference for a loosely knit social framework in society in which individuals are supposed to take care of themselves and their immediate families only. Collectivism stands for a preference for a tightly knit social framework in which individuals can expect their relatives, clan, or other in-group to look after them, in exchange for unquestioning loyalty.[13]

The results of this present study indicate that Botswana has one of the lowest Individualism scores in the world (Individualism = 6), based on a scale developed by Hofstede. Its score is similar to those of several Latin American countries (ex. Venezuela, Columbia) and to that of Pakistan.[14] Scores for Lesotho and Swaziland were also low, being -4 and 19, respectively.

In contrast, the United States has a position of extreme individualism (Individualism = 91).[15] Implications of this difference will be discussed later.

Relationships with Others

The group or collective orientation of Batswana seems related to other cultural values measured. For example, Batswana seem to value harmony to the extent that most agree that "good personal relationships at work are more important than a high income" (83% agreement), and "most organisations would be better off if conflict could be eliminated forever" (63%

agreement). They also tended to agree that "conflicts with our opponents are best resolved by both parties compromising a bit" (80% agreement).

However, a number of Batswana don't seem to mind competition. About half (54%) disagreed with the statement that "competition between employees usually does more harm than good".

And, perhaps surprisingly to some expatriates such as myself, a majority of Batswana (51%) did not agree that "most people can be trusted"; only 33% agreed with this statement. This lack of trust is associated with several traditional sayings, such as "Tlho ko mela motho" ("Beware of the person"), and "Motho gaa itsewe e se naga" ("You can't trust me because I'm not like a field [which doesn't change]").

Other Values and Issues[16]

Table 5 contains details of mean responses to a number of other questions about the workplace, as well as to those questions indicated above. Readers are referred to that Table for additional insights into values concerning "Managers/Bosses", "Work and Organisations", "Success and Failure", "Family", and "School".

Responses indicate feelings of strong agreement by Batswana that:

1. When a man's career demands it, the family should make sacrifices (74% agreement, compared with 48% agreement by the Americans surveyed).

2. It is desirable that management authority can be questioned (85% agreement).

3. Those who have been successful in life should help those who have been less successful (87% agreement).

4. Parents should stimulate their children to try to be the best in class (an overwhelming 93% agreement, compared with 48% of the Americans).

Batswana expressed strong disagreement with ideas such as:

5. One can be a good manager without having precise answers to most of the questions that subordinates may raise about their work (65% disagreement, compared with 32% disagreement by the Americans).

6. When people have failed in life, it is often their own fault (71% disagreement, compared with 57% disagreement by the Americans surveyed).

Lastly, **Table 6** contains information about how frequently those surveyed feel nervous or tense at work.

IMPLICATIONS

Given the differences of Individualism, Power Distance, and a number of other values between Americans and Batswana, and the fact that the U.S.A. is a major exporter of modern organisational theories, the relevance of some of those management theories to Botswana is doubtful.[17] Fundamental assumptions of Western management thought and African management thought are in direct conflict.[18]

For example, in countries having high Individualism scores, it is usually assumed that each individual is motivated by self interest. In countries having Collective orientations, group interest may be a much more powerful motivator.[19]

Alternatively, the strong feelings about the desirability of individualism in the United States make it difficult for some Americans to understand that people in less individualistic oriented societies, such as Botswana, want to resolve societal and organisational problems in ways other than the American one.[20] This seems to hold for persons from other strongly individualistic countries such as Great Britain, Australia, Canada, and the Netherlands.[21]

Similarly, performance appraisal systems have been developed in cultures high on the "Individualism" scale. In designing and implementing these systems, an assumption has been that an individual's performance can be attributed solely to him or her. Regarding appraisal interviews, British and American practitioners assume that open discussions are appropriate, during which the supervisor and subordinate share their views about the latter's performance.[22] These contrast with the situation existing in Botswana -- which does not have an Individualistic orientation, where most people believe that failure is not their own fault, and where elimination of conflict at work is desired.

Rather than simply operating on assumptions and good intentions, as now occurs, research into these differences is needed in order to make management education, training and practice more congruent with the realities of value systems within Botswana and other African countries.

Towards this end, Table 8 contains a number of hypotheses, based upon the thinking of Hofstede, which seem worth testing. These are presented to stimulate research along the lines indicated in the hypotheses.

Appendix A, referred to on page 2,

was not included in the copy of

this document received by ERIC.

TABLE 1

DEMOGRAPHIC INFORMATION

Variable	Botswana (N=158)	Lesotho (N=35)	Swaziland (N=30)	U.S. PCV (N=31)
Sex:				
Male	50.3%	42.9%	27.6%	45.2%
Female	49.7%	57.1%	72.4%	54.8%
Age:				
Under 20	-	-	-	-
20 - 24	5.7%	14.3%	3.3%	16.1%
25 - 29	15.8%	20.0%	30.0%	35.5%
30 - 34	30.4%	31.4%	40.0%	19.4%
35 - 39	25.3%	11.4%	23.3%	3.2%
40 - 49	20.3%	14.3%	3.3%	12.9%
50 - 59	2.5%	8.6%	-	9.7%
60 or over	-	-	-	3.2%
Years of Education:				
10 years or less	26.7%	8.8%	6.7%	-
11 years	6.5%	8.8%	3.3%	-
12 years	18.7%	11.8%	23.3%	-
13 years	11.0%	-	6.7%	-
14 years	11.0%	20.6%	16.7%	3.2%

TABLE 1 (Continued)

Variable	Botswana	Lesotho	Swaziland	U.S. PCV
15 years	5.8%	17.7%	20.0%	3.2%
16 years	5.2%	11.8%	23.3%	51.6%
17 years	7.1%	8.8%	-	9.7%
18 years or over	5.2%	11.8%	-	32.3%
Kind of Work:				
Non-manager and do not work most of the time in an office				
Unskilled or semi-skilled	2.4%	-	-	-
Skilled worker, technician, non-graduate engineer, nurse, etc.	4.8%	3.5%	4.2%	16.1%
Graduate engineer, doctor, architect, etc.	0.8%	6.9%	-	3.2%
Non-manager and work most of the time in an office				
Clerk, typist, secretary, non-graduate accountant, etc.	31.5%	31.0%	70.8%	-
Graduate accountant, lawyer, etc.	7.3%	13.8%	8.3%	22.6%
Manager				
First-line manager	28.2%	17.2%	4.2%	32.3%
Manager of at least one other manager	25.0%	27.6%	12.5%	25.8%
Nationality:				
Motswana	100.0%	-	-	-
Basotho	-	100.0%	-	-

TABLE 1 (Continued)

Variable	Botswana	Lesotho	Swaziland	U.S. PCV
Swazi	-	-	100.0%	-
U.S.A.	-	-	-	100.0%
Nationality at Birth (if Different from Present):				
South African	3.2%	-	-	-
Zimbabwe	1.3%	-	-	-
England	-	-	-	3.2%
IDM Course Attended (Not including missing cases):				
Medical Records Mgt	11.8%	-	-	-
Small Enterprise Dev	2.8%	-	-	-
Teaching Skills Wksp	0.7%	41.7%	-	-
Cert. in Management	14.6%	-	35.3%	-
Cert. in Local Govt	24.3%	-	-	-
Cert. in Personnel Mgt	10.4%	8.3%	-	-
Headmasters	9.0%	-	-	-
Local Govt Admin.	11.8%	-	-	-
Personnel Trng Officer	11.1%	-	-	-
Word Processing	3.5%	25.0%	5.9%	-
Organisation & Methods	-	12.5%	-	-
Cert. in Financial Mgt	-	12.5%	58.8%	-
Peace Corps Training:	-	-	-	100.0%

Year:				
1985	31.7%	-	-	-
1987	13.3%	-	20.0%	-
1988	30.4%	91.4%	46.7%	-
1989	24.7%	8.6%	-	100.0%
1990	-	-	33.3%	-

Note: **Years of Education** refers to the following question: "How many years of formal school education did you complete? (Starting with primary school; count only the number of years each course should officially take, even if you spent less or more years on it; if you took part-time or evening courses, count the number of years the same course would have taken you full-time)."

TABLE 2

IDEAL JOB FACTORS

Factor	Ranking			
	Bots-wana (N=158)	Leso-tho (N=35)	Swazi-land (N=30)	U.S. PCV (N=31)
Have security of employment. . . .	1	4	2	13
Serve my country	2	2	4	16
Make a real contribution to the success of my company/organisation	3	3	5	2
Have a good working relationship with my direct superior.	4	1	3	3.5
Work in a well-defined job situation where the requirements are clear .	5	7.5	6	17
Have an opportunity for advancement to higher level jobs	6	10	1	7.5
Work with people who cooperate well with one another.	7	5	7	7.5
Have good physical working conditions (good ventilation and lighting, adequate work space, etc.)	8	6	8	10
Have challenging tasks to do, from which I can get a personnel sense of accomplishment.	9	7.5	10	1
Have an opportunity for helping other people	10	11	12	9
Have an opportunity for high earnings	11	13	13.5	14
Be consulted by my direct superior in his decisions.	12	14	11	11

TABLE 2 (Continued)

Factor	Botswana	Lesotho	Swaziland	U.S. PCV
Have considerable freedom to adopt my own approach to the job .	13	9	17	5
Live in an area desirable to me and my family	14	15	9	12
Have an element of adventure and variety in the job	15	16	15	3.5
Have sufficient time left for my personnel or family life. . . .	16	12	13.5	6
Work in a prestigious, successful company or organisation.	17	18	18	18
Have little tension and stress on the job	18	17	16	15

TABLE 3

TYPE OF MANAGER WOULD PREFER TO WORK UNDER

Type of Manager	Botswana (N=155)	Lesotho (N=34)	Swaziland (N=29)	U.S. PCV (N=31)
Manager 1	2.6%	2.9%	6.9%	3.2%
Manager 2	21.9%	32.4%	41.4%	16.1%
Manager 3	28.4%	32.4%	17.2%	61.3%
Manager 4	47.1%	32.4%	34.5%	19.4%

Note: Explanations of the Types of Managers are as follows:

Manager 1: Usually makes his/her decisions promptly and communicates them to his/her subordinates clearly and firmly. He/she expects them to carry out the decisions loyally and without raising difficulties.

Manager 2: Usually makes his/her decisions promptly, but, before going ahead, tries to explain them fully to his/her subordinates. He/she gives them the reasons for the decisions and answers whatever questions they may have.

Manager 3: Usually consults with his/her subordinates before he/she reaches his/her decisions. He/she listens to their advice, considers it and then announces his/her decision. He/she then expects all to work loyally to implement it whether or not it is in accordance with the advice they gave.

Manager 4: Usually calls a meeting of his/her subordinates when there is an important decision to be made. He/she puts the problem before the group and invites discussion. He/she accepts the majority viewpoint as the decision.

TABLE 4

TYPE OF MANAGER THE EMPLOYEE ACTUALLY WORKS UNDER

Type of Manager	Botswana (N=154)	Lesotho (N=34)	Swaziland (N=29)	U.S. PCV(a) (N=26)
Manager 1	20.1%	32.4%	24.1%	16.4%
Manager 2	31.1%	26.5%	37.9%	23.1%
Manager 3	22.1%	23.5%	20.7%	42.3%
Manager 4	22.1%	17.7%	10.3%	3.9%
None of the above	4.6%	-	6.9%	15.4%

(a) Since the Peace Corps Volunteers were not working at the time they completed the questionnaire, they indicated the type of manager that they had last previously worked under.

TABLE 5

CULTURAL ISSUES

Question	Mean Response and Standard Deviation			
	Botswana (N=158)	Lesotho (N=35)	Swaziland (N=30)	U.S. PCV (N=31)
Individual Action				
Decisions made by individuals are usually of higher quality than decisions made by groups	3.8 (1.2)	3.4 (1.3)	3.6 (1.2)	4.0 (0.9)
The individual who pursues his or her own interest makes the best possible contribution to society as a whole .	3.3 (1.3)	3.1 (1.2)	3.4 (1.2)	2.9 (1.2)
Relationships with Others				
Good personal relationships at work are more important than a high income.	1.9 (1.0)	2.2 (1.1)	1.7 (0.7)	2.2 (0.9)
Most organisations would be better off if conflict could be eliminated forever.	2.5 (1.2)	2.3 (1.2)	2.0 (1.0)	3.6 (1.2)
Conflicts with our opponents are best resolved by both parties compromising a bit.	2.1 (0.9)	1.8 (0.8)	2.3 (1.1)	2.1 (0.8)
Competition between employees usually does more harm than good	3.2 (1.2)	3.1 (1.4)	2.5 (1.0)	3.4 (0.9)
Most people can be trusted	3.3 (1.2)	3.4 (1.3)	3.3 (1.1)	2.5 (0.9)

TABLE 5 (Continued)

Question	Botswana	Lesotho	Swaziland	U.S. PCV
Managers/Bosses				
It is desirable that management authority can be questioned.	2.0 (0.9)	2.0 (0.9)	2.1 (0.9)	2.2 (1.0)
One can be a good manager without having precise answers to most of the questions that subordinates may raise about their work	3.6 (1.2)	3.6 (1.2)	3.7 (1.0)	2.7 (1.0)
The main reason for having a hierarchical structure is so that everyone knows who has authority over whom.	1.9 (1.0)	1.9 (1.1)	1.9 (0.7)	3.5 (1.1)
In order to have efficient work relationships, it is often necessary to bypass the hierarchical lines. . . .	3.4 (1.3)	2.9 (1.3)	3.5 (1.4)	3.1 (1.1)
An organisation structure in which certain subordinates have two bosses should be avoided at all costs . . .	2.1 (1.3)	1.7 (1.2)	1.8 (1.1)	2.6 (1.2)
Today there seems to be an authority crisis in organisations.	2.5 (0.9)	1.9 (0.9)	2.2 (0.8)	2.4 (0.8)
Work and Organisations				
Quite a few people have an inherent dislike of work and will avoid it if they can.	2.9 (1.1)	2.4 (1.1)	2.6 (0.9)	3.1 (1.0)
The employee who quietly does his or her duty is one of the greatest assets of an organisation.	2.8 (1.3)	2.5 (1.2)	2.4 (1.1)	3.3 (1.1)

TABLE 5 (Continued)

Question	Botswana	Lesotho	Swaziland	U.S. PCV
A company or organisation's rules should not be broken - not even when the employee thinks it is in the company's best interest.	3.2 (1.3)	3.2 (1.2)	2.7 (1.3)	3.2 (0.9)
Success and Failure				
When people have failed in life it is often their own fault	3.7 (1.2)	3.4 (1.1)	3.6 (0.9)	2.8 (0.8)
Those who have been successful in life should help those who have been less successful	1.9 (0.8)	1.7 (0.9)	1.8 (0.8)	2.3 (0.8)
Staying with one employer for a long time is usually the best way to get ahead.	2.6 (1.2)	2.6 (1.2)	2.1 (1.0)	3.7 (0.7)
Family				
When a man's career demands it, the family should make sacrifices. . . .	2.2 (0.9)	2.0 (0.9)	2.2 (1.0)	3.4 (1.0)
A husband and wife should have the same opinion on major political and religious issues	2.6 (1.4)	2.5 (1.5)	2.2 (1.1)	4.0 (1.1)
Parents should be satisfied when their children grow up towards independence from them.	2.4 (1.2)	2.3 (1.1)	3.1 (1.1)	1.8 (0.7)
School				
Parents should stimulate their children to try to be the best in class	1.6 (0.8)	1.7 (1.0)	1.7 (0.9)	2.8 (1.2)

TABLE 5 (Continued)

Question	Bots-wana	Leso-tho	Swazi-land	U.S. PCV
It is all right for young people to be critical of their teachers. . . .	3.0 (1.2)	3.2 (1.1)	3.3 (1.0)	2.4 (0.9)

Note: Arithmetic means are shown above their corresponding Standard Deviations which are contained within parentheses.

Values are based upon respondent answers using the following scale:

1 = Strongly Agree

2 = Agree

3 = Undecided

4 = Disagree

5 = Strongly Disagree

Mean scores between 1.0 and 2.9 indicate a tendency to agree with the statement. Mean scores between 3.1 and 5.0 indicate a tendency to disagree with the statement.

TABLE 6

FREQUENCY OF NERVOUS OR TENSE FEELINGS AT WORK

Response	Botswana (N=157)	Lesotho (N=35)	Swaziland (N=30)	U.S. PCV (N=31)
I always feel this way	1.9%	-	-	-
Usually	4.5%	2.9%	6.7%	12.9%
Sometimes	58.0%	40.0%	50.0%	51.6%
Seldom	28.7%	51.4%	26.7%	35.4%
I never feel this way	7.0%	5.7%	16.7%	-

Note: These responses were given to the question: "How often do you feel nervous or tense at work?"

TABLE 7

TIME THAT WILL WORK FOR SAME ORGANISATION

Response	Botswana (N=157)	Lesotho (N=34)	Swaziland (N=29)	U.S. PCV (N=26)
Two years at the most	5.7%	14.7%	3.5%	42.3%
From two to five years	10.2%	11.8%	6.9%	50.0%
More than five years (but I will probably leave before I retire)	33.1%	44.1%	31.0%	3.9%
Until I retire	51.0%	29.4%	58.6%	3.9%

Notes: These responses were given to the question: "How long do you think you will continue working for the organisation or company you work for now?"

U.S. Peace Corps Volunteer agreements are usually for two years; thus, PCV responses focus on this time period.

TABLE 8

RESEARCH HYPOTHESES WHICH CAN BE TESTED

Power Distance

1. Groups of managers scoring low on the power distance dimension will encourage independence in their subordinates whereas matched groups of managers scoring high will exhibit more paternalistic behaviour and will expect subordinates to depend more upon the superior and his or her wisdom, and to exhibit loyalty and respect towards the superior (such that his or her decisions are not openly disputed).

2. Groups of managers scoring low on the power distance dimension will frequently consult with subordinates, whereas matched groups of managers scoring high will not consider consultation with subordinates to be especially necessary or desirable.

3. Groups of employees scoring low on the power distance dimension will consider visible status differences to be undesirable, whereas matched groups of employees scoring high will expect power difference to be translated into visible differences in status.

4. Groups of employees scoring low on the power distance dimension will tend to respect older persons less and not take them and their opinions as seriously compared to matched groups of employees scoring high on the power distance scale.

5. Groups of employees scoring low on the power distance dimension will feel it desirable to maintain a system of checks and balances against power abuse, such as established channels for handling grievances by subordinates, whereas employees scoring high will consider formal grievance channels to be unworkable.

6. The introduction of Management by Objectives into societies having employees who score high on the power distance dimension will be met by failure.

7. Groups of employees scoring low on the power distance dimension will consider appraisal systems which call for superior-subordinate interviews at least once a year and

TABLE 8 (Continued)

corresponding openness, directness, and two-way communication to be workable and appropriate, whereas matched groups of employees scoring high will consider such appraisal systems to be inappropriate.

Individualism versus Collectivism Dimension

8. Groups of employees scoring high on the individualism dimension will be motivated by self interest, whereas matched groups of employees scoring low will be motivated by group interest.

9. Groups of employees scoring high on the individualism dimension will have self-actualisation as the supreme need, whereas matched groups of employees scoring low will have a greater need for actualising their in-group.

10. Groups of employees scoring high on the individualism dimension will be characterised more by "calculative" business relationships based on mutual advantage between the employee and employing organisation, whereas matched groups of employees scoring low will be characterised more by employee-employer relationships having "moral" components similar to the relationship of a person with his or her extended family, with mutual traditional obligations such as protection of the employee, almost regardless of the latter's performance, and of employee loyalty toward the employer.

11. Groups of employees scoring high on the individualism dimension will be characterised by "universalist" business behaviour such that business considerations should have precedence over personal friendships and preferences (i.e., the task should have priority over relationships), whereas matched groups of employees having low scores will be characterised by "particularist" behaviours in which considerations of personal trust and relationships should have precedence over business considerations (i.e., relationships should have priority over the task).

12. Groups of employees scoring high on the individualism dimension will object to nepotism, whereas matched groups of employees scoring low will consider that employment of family members in the organisation is desirable rather than undesirable.

TABLE 8 (Continued)

13. Groups of employees scoring high on the individualism dimension will consider openness and directness in work relations to be a virtue, such that conflict resolution will be preferred over conflict suppression, whereas matched groups of employees scoring low will consider the maintenance of harmony to be preferable over openness, where openness may lead to disharmony.

Note: These hypotheses are based upon ideas contained in Geert Hofstede, Culture and Management Development, Geneva: International Labour Office, 1983, pp. 18 - 31. Readers are referred to that document for information underlying each hypothesis.

FOOTNOTES

1. For example, see African Bureau Development Management Assistance Strategy Paper, Washington, D.C.: U.S. Agency for International Development. April 1984; or Leo Schellekens, "Management Training and Its Contribution to Economic Recovery", Management Development, Vol. 8, No. 5, 1989, pp. 40-50.

2. Geert Hofstede, Culture and Management Development, Geneva: Management Development Branch, International Labour Office, 1983, p. 1.

3. Ibid., p. 5.

4. Ibid.; and A. I. Ahiauzu, "The African Thought-System and the Work Behavior of the African Industrial Man", International Studies of Management & Organization, Vol. 16, No. 2, Summer 1986, pp. 54 - 55.

5. The Spearman rank correlation coefficient is a measure of association which requires that variables be measured using at least an ordinal scale, so that items may be ranked in two ordered series. Details are contained in statistics books such as Sidney Siegel, Nonparametric Statistics for the Behavioral Sciences (International Student Edition), Tokyo: McGraw-Hill, 1956, pp.202-213.

6. Basotho preferences, which fell between those of Batswana and Swazi, may also be related to the larger political system existing in Lesotho -- a constitutional monarchy now led by a military council.

7. A. M. Duggan-Cronin, The Bechuana (Volume II, Section I, The Suto-Chuana Tribes, The Bantu Tribes of South Africa), Cambridge University Press, 1929, pp. 22-23 (Reprinted by the Friends of the National Museum and Art Gallery Gaborone, Botswana, 1984).

8. Geert Hofstede, 1983, p. 10.

9. Geert Hofstede, Culture's Consequences: International Differences in Work-Related Values, Beverly Hills: Sage Publications, 1980, p. 99.

10. Hofstede, 1983, p. 53.

11. Hofstede, 1980, p. 104.

12. Hofstede looks upon the decisions making styles of the four types of managers as follows:

Manager type 1 -- Autocratic ("tells")

Manager type 2 -- Persuasive/Paternalistic ("sells")

Manager type 3 -- Consultative ("consults")

Manager type 4 -- Participative (consensus)

See Table 2 for details of each of these decision-making styles, and Hofstede (1980, p. 101) for details.

13. Hofstede, 1983, p. 10.

14. Hofstede, 1980, p. 222.

15. Ibid.

16. Given the small sample sizes for Lesotho and Swaziland, this section focuses upon the values of Batswana. These are compared with some values of the Americans surveyed in order to illustrate differences which seem to exist.

17. Ibid, p. 219.

18. C. O. Nzelibe, "The Evolution of African Management Thought", International Studies of Management & Organization, Vol. 16, No. 2, Summer 1986, pp. 6 - 16.

19. Hofstede, 1983, p. 18.

20. Hofstede, 1980, p. 219.

21. Ibid., p. 222.

22. John Seddon, "Assumptions, Culture and Performance Appraisal", Journal of Management Development, Vol. 6, No. 3, 1987, pp. 47 - 50.